



Towards a Fairer Future:

A Strategy for Quality, Inclusivity, Innovation and Ambition in Recovery

Our Strategy

2025 – 2030

Mae Adferiad Recovery yn
elusen gofrestredig ac yn gwmni
cyfyngedig trwy warant

Adferiad Recovery is a
registered charity and company
limited by guarantee

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Foreword from the Chair and CEO

The first three years of Adferiad have been remarkable ones: we've continued to grow, innovate, and advocate, despite the credit crunch, and the Covid-19 pandemic. Adferiad was clear that the global crisis did not mean "shutting up shop" and relying upon others. We increased our engagement with our beneficiaries, provided support to those who had none, and ensured our team could continue their vital work in safety. We could not have done so without such a truly passionate and committed team and we must recognise that in all that we do.

This new strategy builds upon this outstanding foundation to set out our ambitions for the next five years. Our aims are simple: people who are marginalised through health and social care needs must be enabled to live a life of inclusion, meaning, and hope. We believe strongly that our focus, as in our last strategy, should remain on Voice, Innovation, and Quality Services, and this new strategy sets out our ambitions, our key metrics for these ambitions, and our headline actions on how we will achieve these goals.

Over the next five years we expect to see major change in how health and social care services are provided; how this links with social justice and criminal justice; and how employability and quality homes will be the essential components of a successful and compassionate society. Working with those with the most complex of needs so that they are heard, valued, supported, and included, are the drivers for our ambition.

Adferiad's ambition for the next five years is that by providing the chance to have a safe and supported recovery, we will see more of our beneficiaries in their own homes, with jobs or other meaningful occupation, a family life, and the opportunity to make choices about their futures. Our onward journey is now substantially enhanced with the inclusion of Diverse Cymru into the Adferiad family, supporting our journey to being a Rights Affirming Organisation.

Our Membership is how we ensure the mission is connected to the needs of our beneficiaries, and the guidance and governance oversight of our skilled board of Trustees is informed by their commitment to our ambitions. We look forward to a challenging but hugely meaningful period in Adferiad's and our beneficiaries' future.

About Adferiad

Adferiad enables positive transformation for individuals facing complex health challenges and difficult social conditions—those often overlooked and unheard—through a range of recovery-focussed services, campaigns, and the dedicated support of skilled staff and volunteers.

Adferiad, from its origins some 50 years ago, has delivered on its mission to provide information, support, and assistance to both individuals dependent on alcohol and other substances, with mental health needs, and serious mental illness, and their families and carers.

As a charity and company limited by guarantee, its mission is based a combination of the energy, ambition, and vision of all the organisations that are now part of Adferiad, the hopes and wishes of those we support, and the imperative to continually improve.

Some of the key organisations that joined together to become Adferiad included: **CAIS, Crossroads Mid and West Wales** (itself having been formed from Crossroads charities in Brecknock and Radnor, Ceredigion, Montgomeryshire, and Pembrokeshire), **Diverse Excellence Cymru, Hafal** (formerly the National Schizophrenia Fellowship Cymru), **CJIW, Jigsaw**, and **WCADA**.

Adferiad's mission now includes an absolute commitment to being a Rights Affirming Organisation, and with the recent merger of Adferiad and Diverse Excellence Cymru, its ambition is supported further in engaging with all people who need or may need its support.

It may seem, at first glance, that Adferiad provide a more broad and diverse range of services than many other organisations. But this is a result of our pledge to care for the whole person. For example, someone may have a mental health problem, and an addiction, and be homeless. If we were not set up to cope with complex and/or co-occurring needs many of our beneficiaries would risk being lost in the gaps.

We work with people, not conditions or diagnoses. We do not restrict who can seek support from us: **for us it's about the person as a whole, not identifying a "hole" in the person.**

What does Adferiad do?

Adferiad is led by the people it supports. Our Members ensure that we act always in the best interests of our beneficiaries.

Adferiad provides outstanding services for people with mental health problems, serious mental illness, substance use and other addictions, and those with co-occurring and complex needs.

Adferiad campaigns with and on behalf of the people who use its services, their families, carers, and friends, and for those who need its voice as they are not receiving the services they need.

What do others say about Adferiad?

Our clients say:

"I don't know what I would have done without Adferiad because I have never been independent. I am in control of my own life now. There's nothing like having my own place, a key to my own door. Adferiad have given that to me. I don't think I would be here without Adferiad because I have had pre-meditated thoughts of ending my life, but everything has now ended up great and I am being responsible for myself."

"I feel so blessed to have been supported by Adferiad and my wellbeing has improved massively."

"Adferiad is an excellent organisation; always both resourceful and imaginative. It is an absolute lifeline for carers, who have unimaginable stress. Adferiad is a vital support service, which fulfils on all fronts"

Our Funders and the Inspectorate say:

“Adferiad have been providing support to individuals with mental health and well-being issues for a number of years across the health board footprint. They have demonstrated time and time again how well they work with commissioners and other Third Sector organisations as well as partner organisations such as local authority and Police. We have never had any concerns about their service delivery, in fact they have on numerous occasions exceeded our expectations”

“Adferiad have proved themselves excellent at identifying the needs of clients. They are flexible in response to these needs and wherever possible will tailor-make service provision and activities to the needs of the client. This flexibility is unique to Adferiad and isn't one I have experienced often from other Services. I also find Adferiad to be excellent joint workers.”

“Adferiad work in a trauma informed way. Adferiad understand that building resilience and networks outside of professional services is central to people succeeding once they leave their supported accommodation and support them to re-engage with family (where appropriate) build networks through their own hobbies and interests and to take part in activities with other service users within the project.”

Our Politicians say:

“Adferiad is always there and always has been there, and that sense of continuity and of reliability in the lives of people, is a huge asset that the Organisation brings. This is an Organisation that has been so inventive in ways it thinks of campaigning on long standing issues or concerns that don't go away, and crucially, Adferiad has always been an organisation that comes to Government with solutions to offer, rather than problems to present.”

- Mark Drakeford MS, Former First Minister of Wales

“Diverse Cymru's Cultural Competency Scheme remains pivotal in helping us achieve the goals of our Anti-Racist Wales action plan. The scheme drives continuous actions, promotes ownership, and ensures accountability.”

- Eluned Morgan MS, First Minister of Wales

Our partners say:

“We have a successful working relationship with Adferiad for over 10 years. Staff at Adferiad are always professional and deal with any queries or questions promptly. We have a good working relationship and meet at least annually to discuss the projects and any property issues”

“Working with Adferiad on a number of joint bids, we have found the knowledge, support and skills from the organisation and specific managers impressive. Their commitment to service users ensuring that they are central to delivery is something to be admired and replicated.”

“After running the adventure therapy subgroup for the previous 2 years I’d like to say how effective and instrumental the Adferiad staff have been facilitating these meetings, their professionalism within these spaces and their dedication to striving for the best care available to the people they support is always evident in their actions. They’re able to fill a gap where statutory support workers may struggle to engage as directly with their service users and we’re incredibly grateful for their support.”



Our Values and how we demonstrate them

The Adferiad way:

We do things our way – The Adferiad Way. At Adferiad, we prioritise the person and not the circumstances, putting the individual at the heart of everything we do. Instead of adopting a one-size-fits-all approach, we strive to understand each person's unique needs, circumstances, and preferences.

Our focus is on providing tailored support and assistance that is specifically designed to meet their individual requirements. By adopting this approach, we aim to empower individuals and ensure that they have a voice and control over their own lives. We believe that by recognising and valuing the uniqueness of each person, we can deliver services that are truly meaningful and impactful.

We are a Rights Affirming Organisation that champions equity and inclusion. We support people to thrive by addressing structural inequalities, particularly for communities of colour and individuals who face discrimination based on sexuality, sex, gender reassignment, age, disability, and other protected characteristics. Our work is grounded in the belief that everyone deserves dignity, voice, and opportunity, and we actively challenge inequality and remove barriers to opportunity, inclusion, and justice.



We're here for those who need us

Our beneficiaries are people of any age who need help with problems they may face in relation to:

- Psychological and emotional well-being
- Serious mental illness
- Mental health or additional learning needs
- Illness of any type
- Alcohol or drug use
- Gambling
- Other addictions
- Complex and/or co-occurring needs
- Offending or other involvement in the criminal justice system
- Service in the armed forces or emergency services
- Social exclusion
- Economic activity

as well as their families, carers, and affected others.

We are also here to inform, influence, and advocate for our beneficiaries with:

- Professionals
- Wider Public
- Policy Makers
- Governmental Departments

The multiple challenges faced by our beneficiaries are highlighted in appendix 1.

What we do

Our services

Adferiad delivers over 150 services across Wales and in our Lancashire unit we provide services for people across England. Our services range from the most complex levels of support in in-patient hospitals through to community befriending and social engagement.

We provide specialist services for people with complex needs specialising in mental illness, addiction and dependency. Our services engage with 1091 people each day through our team of 683 staff and 111 volunteers. All our services are co-produced in partnership with those who receive them and the staff team who provide them.

Our campaigning

Adferiad is a campaigning organisation at the heart of driving change in mental health, substance use, and social care. Campaigning is central to our work, enabling us to amplify lived experience, influence policy, and hold decision-makers accountable.

We are committed to improving mental health legislation, and associated policy, and services for people with serious mental illness and those with substance use and addiction challenges. We advocate for equitable access to services across Wales and for people to receive the right support at the right time, driving systemic improvements to create a fairer, more compassionate society.

Our approach

We are All About People

"Adferiad takes a whole-person approach, empowering individuals to progress with their recovery by addressing not only their symptoms but also their broader life circumstances, choices, and well-being."

Helping individuals create a life they value and enjoy

The right and ability to make choices in life is essential. Sometimes we make bad choices, but we must ensure that people have the tools to make decisions for themselves.

Adferiad must ensure the rights of individuals are foremost in our minds in all that we do.

But this is not enough: as a campaigning organisation, a conduit for the views of our beneficiaries, and as a large employer we have a moral duty. As a charity we have a public benefit duty to do far more than comply with the minimum.

Adferiad is striving to become a Rights Affirming Organisation

A Rights Affirming Organisation actively upholds, protects, and promotes the fundamental rights and freedoms of individuals, and operates based on principles of equality, dignity, and justice, ensuring that their policies, practices, and culture align with human rights standards. We are engaging with the Equality and Human Rights Commission, the Hillary Rodham Clinton School of Law at Swansea University, the Royal College of Nursing, and the communities in which we work to continually learn and develop.



Our Strategy

Our strategy depends upon our commitment to **Quality, Innovation, and Inclusivity**, and focusses most of all on **Ambition**.

Recovery from serious mental illness and from substance use and other addictions is possible, achievable, and not something to shy away from. While Adferiad is committed to a harm-reduction approach in all its services, this is not the end of the journey, and we should be far more ambitious for our beneficiaries.

We believe in supporting people to make life choices, sometimes these are positive, sometimes not so positive, but we believe that so long as we are working to keep people safe in the difficult times, we can support them towards recovery.

Our ambition is that anyone we support can make progress with their recovery, develop new resilience, and take control of their choices. To achieve this though takes a whole person approach, empowerment and self-management, and a commitment to progress. This commitment is not time bound but is essential in making life changes.

The Three Pillars of our Strategy

Underpinning the entire strategy are our three pillars of:

1. **Voice**
2. **Innovative, inclusive, high-quality services**
3. **Being the employer of choice**

with all we do grounded in safety, sustainability, and secure financial principles.

1. Voice

Ensure our beneficiaries are heard, amplifying their voices through our campaigning efforts and service delivery approach, while uniting the voices of the thousands we support to advocate for systemic changes that address inequalities and improve access to high-quality, timely and equitable services across Wales, on their behalf.

Our Voice Strategic Aims

To achieve these aims, we have identified four key areas of focus: influencing policy and public perception, amplifying the voice of lived experience, leading with expertise, excellence, and reputation, and advocating for change while driving accountability.



Figure 1: Our four key Voice aims

2. Innovative, inclusive, high-quality services

- Our beneficiaries must be at the centre of policy, system design and evaluation.
- Research, co-production, and outcome focus must be the cornerstone of the whole health and social care system
- Quality in all that we do. We aim to be leaders, and to support and advocate for our beneficiaries to receive only the best, both in terms of the services we provide and for those provided by others.
- No wrong door – Adferiad either provides the service ourselves, or supports the individual to those who can help
- We are here for all those who need us and support diversity and inclusion in all we offer
- We celebrate difference and the richness it brings to our society

3. Being the employer of choice

- To be recognised as an employer of choice in the sector, with a skilled, engaged and high-performing workforce and an inclusive culture.
- To attract diverse, talented individuals who align with business values, and ensure seamless integration to drive success and retention.
- To continuously develop skills, performance, and behaviours that align with business values and future needs.
- To cultivate an inclusive, empowering environment that fosters engagement and supports well-being.
- To provide expert advice and data-driven insights that shape people strategies, address business needs, and reflect our commitment to achieving industry accreditations.



Our Messaging

Adferiad is committed to placing lived experience at the heart of change. Over the next five years, we will amplify the voices of those we support, ensuring they shape services and influence policies across Wales and beyond.

Through advocacy and expertise, we strive to create a compassionate, evidence-based approach to mental health, substance use, and social care—driving meaningful, systemic improvements for a more inclusive and empowering path to recovery.

Our messaging reflects this ambition, demonstrating our dedication to being a bold, transformative voice for change.

- **Joy's Story** (Carer/Serious Mental illness): <https://youtu.be/jbrkpn6D0ZI>
- **Liz's Story** (Carer/Bereavement/Suicide): <https://youtu.be/IPxGZYo3R8U>
- **Charlie's Story** (Ketamine Use): https://youtu.be/6VDKDU_FGQM
- **Jemma & Elliot's Story** (Housing and Mental Health): <https://youtu.be/AgY3e5JB5m4>
- **Mohammed's Story** (MH and Supported Living/BSL): [Testimonials from Mandy, Muhammed, Andrew and Rebecca](#)



How we evaluate what we do

Adferiad is led by its members both locally within its services and at governance level with member elections for representation on the Board of Trustees. We engage regularly and frequently with our membership and people using our services to seek their views, understand their needs and challenges, and in the development and management of services.

Adferiad has its own Quality Standards tools and holds a number of international quality accreditations including ISO 9001:2015, ISO 14001:2015, and CyberEssentials Plus. We are regulated and inspected by Care Inspectorate Wales, Health Inspectorate Wales, and the Care Quality Commission amongst others.

Our data, research, and evaluation team produce a public impact report each year which sets out our progress and achievements.

Our Targets for the next 5 years

- We are a member led organisation, and our ambition is that we will increase our membership by at least 10% per year with the aim that at least 80% of those who we support annually become members
- Our annual client and staff surveys will exceed 85% satisfaction
- We will carry out at least 10 major evidence reviews through the life of this strategy which will inform our development, our campaigning, and our advocacy
- We will retain our current internationally recognised quality marks and develop 3 further standards by 2030 including those which demonstrate our data security.
- We will work with our beneficiaries to co-produce at least 1 new service model per year
- Our services will continue to increase our reach into communities of colour, support for women, veterans, and those who are homeless, and we will extend these services by at least 5% per year
- We will deliver an annual campaign each year on a matter important to our beneficiaries
- Adferiad needs to continue its growth and development. We aim for 5-10% growth per year in organisational turnover in real terms, and by 2030 at least 5% of our income will be from fundraising or non-statutory contracts
- We recognise the value, opportunities, and accompanying challenges of Artificial Intelligence and will incorporate the benefits of AI whilst ensuring we use this in an ethical and transparent way to improve outcomes for our beneficiaries
- We will expand our influence locally, nationally, and internationally through campaigning, education, and sharing of expertise with our partners

Our annual delivery plans will be agreed, monitored, and reviewed by the Board of Trustees

Our Resources and Sustainability

- Adferiad has team bases in every county in Wales, two hospital sites (including one in Lancashire), a rehabilitation unit, multiple residential properties, and modern offices.
- Adferiad operates a fleet of over 50 vehicles including minibuses, food transportation, and cars.
- Our aim is that our assets are focussed on maximising impact for our beneficiaries, saving money, and improving our carbon profile.

Our Partners

As one of the largest organisations of our type in the UK we must assist and support organisations with similar objectives and Adferiad welcomes partnership approaches. We currently have some exceptional project and organisational arrangements which benefit those people who need our services.

We have strong relationships with the trade union movement who support our staff, and with our politicians and colleagues in the statutory sector.

Our national and international partners are shown below, and we will strive to identify new partners, develop new relationships, and continue to offer support, innovation, and collaboration across Wales and beyond.





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